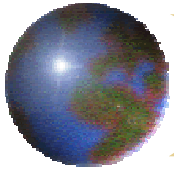


Lessons Learning and Knowledge Management

NASA KM Workshop

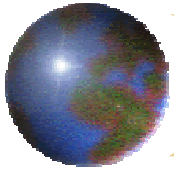
Jeanne Holm

January 30, 2002



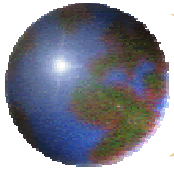
Task at Hand

- ⊕ How do we strengthen the connection between KM and lessons learning...
 - ⊞ Connect databases and systems?
 - ⊞ Build the lessons into the processes?
 - ⊞ Mandate use or reading of lessons learned?
 - ⊞ Build the lessons into training?
 - ⊞ Promote authors of good lessons learned to share, mentor, and connect with others?



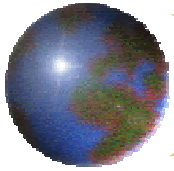
Strategic Drivers

- ✿ A key aspect of KM is to capture, share, and internalize lessons so that people validate or change behaviors and can make good decisions
- ✿ For those outside KM, lessons learned are most often perceived as at the heart of KM
- ✿ LLIS redesign was an early KM pilot and noted in our *Strategic Plan*



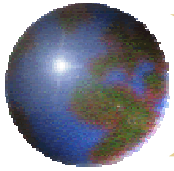
Tactical Drivers—NIAT

- Promote the continuous capture, dissemination, and utilization of knowledge, and make checklists available to support Project managers
 - Capture checklists in LLIS database and APPL online tools to facilitate ready reference for project teams and independent reviewers



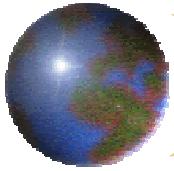
Tactical Drivers—NIAT—LLIS

- ❁ Develop, with customers, a new lessons learned tool to effectively capture and utilize lessons learned
 - ❏ Define information (lessons and the project environment) that is relevant to the current environment
 - ❏ Capture and organize information for ready access
 - ❏ Reduce overhead and improve timeliness of posting
 - ❏ Include mechanism for rapidly developing information in a useful and interesting format
 - ❏ Identify external organizations which excel in KM and determine best practices
 - ❏ Select a pilot project to test and refine criteria, including a customer assessment
 - ❏ Address the cultural and process changes needed to encourage and reward knowledge sharing
 - ❏ Incorporate into relevant training



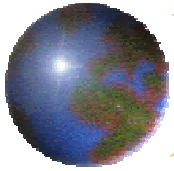
Tactical Drivers—GAO Audit

- ✚ NASA's KM efforts should lead to some improvement in the sharing of agency lessons and knowledge, but lack some critical success factors
- ✚ “Cultural resistance to sharing knowledge and the lack of strong support from Agency leaders often make it difficult to implement an effective lessons learning and knowledge sharing environment”



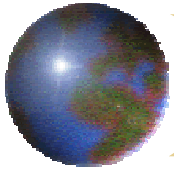
Tactical Drivers—GAO Audit

- Successful organizations have overcome barriers by
 - Making a strong management commitment to knowledge sharing
 - Developing a well-defined business plan for implementing KM
 - Providing incentives to encourage knowledge sharing and application
 - Building technology systems to facilitate easier access to information
 - Facilitating communities of practice based around common interests
- “NASA has not done so on an Agency-wide basis”



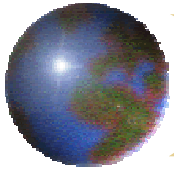
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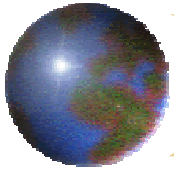
GAO Recommendations

- ❖ Articulating the relationship between lessons learning and KM through an implementation plan for KM
- ❖ Developing ways to broaden and implement mentoring and “storytelling” as mechanisms for lessons learning
- ❖ Identifying incentives to encourage more collection and sharing of lessons among employees and teams, such as links to performance evaluations and awards
- ❖ Tracking and reporting on the effectiveness of the agency’s lessons learning efforts using objective performance metrics



GAO Recommendations (continued)

- ❖ Designating a lessons learned manager to lead and coordinate all agency lessons learning efforts
- ❖ Enhancing LLIS by coding information and developing an easier search capability to allow users to identify relevant lessons, including more positive lessons, providing a means to disseminate key lessons to users, and soliciting user input on an ongoing basis
- ❖ Establishing functional and technical linkages among the various center- and program-level lessons learning systems



Task at Hand

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 - ⊞ ...